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Abstract

The Impact of Managers Administrative Patterns on the Organizational Trust from the Viewpoints of Heads of Departments in Government Agencies in the Governorate of Dhufar, the Sultanate of Oman

Abdullah Saeed Akaak

Mu'tah University, 2009

The Study aimed to identify the influence of Managers Administrative Patterns on the Organizational Trust from the Viewpoints of Heads of Departments in Government Agencies in the Governorate of Dhufar, the Sultanate of Oman, To achieve the objectives of the study a questionnaire was designed and developed for data collection and analyzing. The questionnaire distributed to the study population consisting of (489) head. The Statistical Package of Social Sciences (SPSS.15) was used to analyze the data.

The study has reached the following conclusions:-

1. The practicing of administrative patterns of managers in the province of Dhofar in the Sultanate of Oman was medium, and the organizational trust is high.
2. There is an impact of administrative patterns dimensions on organizational trust, which explain (74.2%) of the variation in the (organizational trust).
3. There are statistically significant differences in employee's perceptions toward the practicing of administrative Patterns due to demographic variables (age, qualification, years of experience), and also there are no statistically significant differences in perceptions toward organizational trust (gender, academic qualifications, years of experience, social status)

The study recommends the need of senior management to promote the openness and flexibility in the organizational and human relations between managers and workers in order to enhance the organizational trust among employees.

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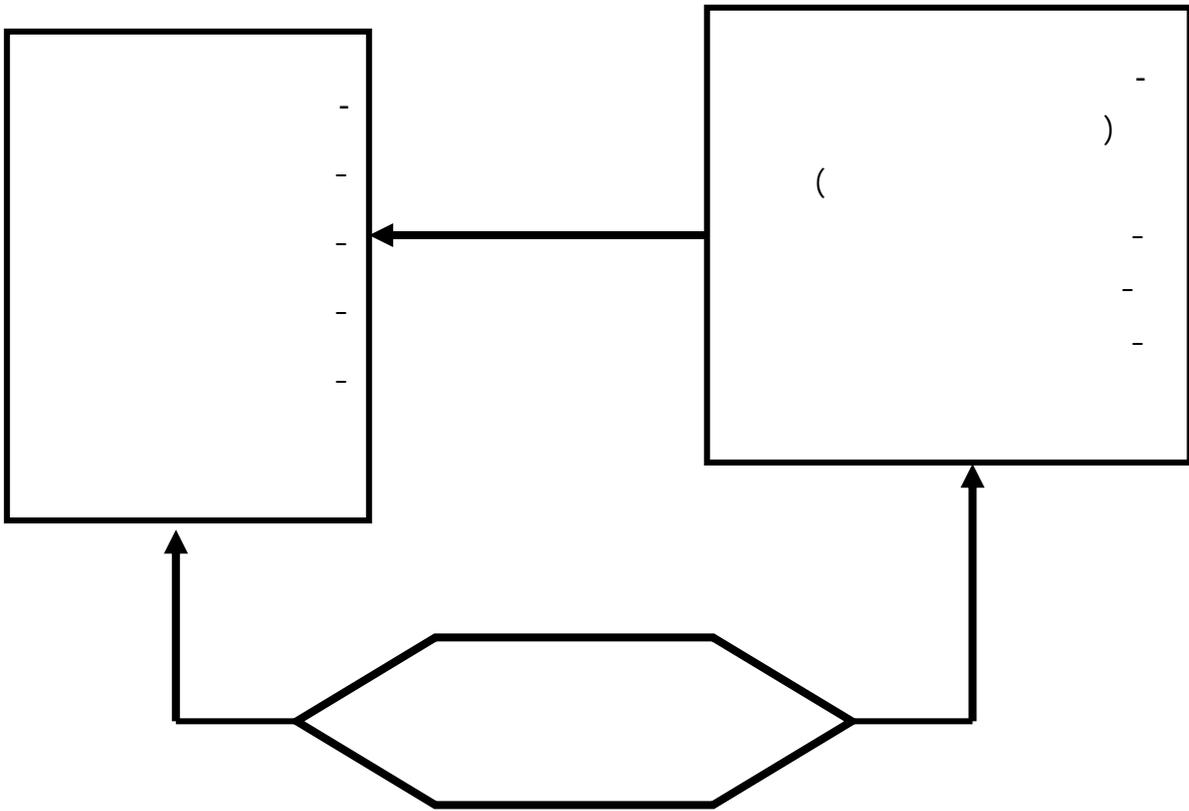
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Shamir & Eilam,) .

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(2005, p. 395

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(Shamir & Eilam, 2005)

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.(Singh & Pandey,2004)

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Bennis& Goldsmith,1997)

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(Manfred &, Martin, 2003)

(Wayne, 1997)

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.(Gandz and Murray, 1980)

Robbinson, 2001; Andrews and Kacmar,)

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.(Randall et al., 1999)

Mayers and Allen,)

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(Eisenberger, et al., 1997)

(Ferris et al., 1996)

(Andrews and Kacmar,2001)

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" The role of the (Rose, 2007)
administrative patterns of managers in improving the working
environment: empirical testing of a structural model, Journal of
Educational Change"

(218)

(Patrick. et.al, 2006)

" Trust-effectiveness patterns in schools"

(79)

(687)

" Leadership and school (Adams, 2005)
climate: A mixed-methods study of United States-accredited Colombian
schools"

(387)

" Teacher trust in building (Goudy, 2005)
principals: A contextual relationship to school climate in K-4 buildings"

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" The initial impact of a new (Mason, 2005)
middle school principal on school climate"

(Capella University)

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" The Impact Of Self- (Politis,2005)
Creativity, Management Leadership On Organizational"
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"Measuring Trust Within

(Garrity,1991)

Organizational culture"

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Rotter's Interpersonal Trust Scale

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(%3.3) (51)

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%94.3	461	
%5.7	28	
%88.8	434	
%11.2	55	
%9.2	45	5
%13.3	65	10- 6
%31.7	155	15 - 11
%28.4	139	20 - 16
%17.4	85	21
%10.8	53	30
%56.6	277	40-31
%29.2	143	50-41
%3.3	16	51
%4.3	21	
%20.4	100	
%21.9	107	
%42.7	209	
%10.6	52	

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46-42	
49-47	
53-50	

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Cronbach's)

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Cronbach's Alpha	Test-Retest		
0.84	0.85	16-1	1
0.82	0.87	5-1	
0.83	0.86	11-6	
0.87	0.88	16-12	
0.86	0.89	21-17	2
0.90	0.91	27-22	3
0.85	0.88	33-28	4
0.89	0.86	37-34	1
0.86	0.89	41-38	2
0.89	0.92	46-42	3
0.84	0.87	49-47	4
0.91	0.92	53-50	5

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.(SPSS.15)

(Descriptive Statistic Measures) .1

(Multiple Regression Analysis) .2

(Spearman Correlation) .3

Wilcoxon) (Whitney U Mann-) - .4

(Kendall's tau-b for Ordinal by Ordinal) (W

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$$\begin{aligned} & 3.5 \\ 3.49 - 2.5 \\ 2.49 - 1 \end{aligned}$$

(3.5)

$$\begin{aligned} & (3.49 - 2.5) \\ (2.49) \end{aligned}$$

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4	0.69	2.78	16-1
1	0.79	3.88	21-17
3	0.76	3.23	27-22
2	0.81	3.75	33-28
-	0.58	3.41	33-1

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1.02	3.69	.1
1.02	2.60	.2
1.06	2.08	.4
0.95	1.82	.3
1.05	1.82	.5
0.73	2.40	5-1

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0.95	3.97		.6
0.97	3.91		.11
1.05	3.71		.7
0.91	3.71		.10
1.05	3.18		.8
0.97	3.07		.9
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	(0.79)	(3.59)
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	(0.95)	(3.97)
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1.02	3.01	.12
1.01	2.66	.14
1.03	2.18	.15
0.89	2.13	.16
0.96	1.81	.13
0.67	2.36	16-12

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0.91	4.34	.21
0.87	4.00	.17
1.07	3.76	.19
0.98	3.64	.20
0.99	3.64	.18
0.79	3.88	21-17

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0.95	3.56	.25
1.02	3.28	.23
1.03	3.27	.22
1.08	3.24	.24
1.05	3.18	.27
1.01	2.89	.26
0.76	3.23	27-22

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(0.76) (3.23)) (25)

((0.95) (3.56)) (26)

((1.01) (2.89)

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0.94	3.93	.33
0.93	3.91	.31
1.05	3.73	.32
1.01	3.68	.30
1.00	3.65	.28
1.05	3.62	.29
0.81	3.75	33-28

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(0.81) (3.75)

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.(1.05) (3.62)

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2	0.72	4.07	37-34
1	0.63	4.15	41-38
4	0.81	3.75	46-42
5	0.85	3.65	49-47
3	0.78	3.97	53-50
-	0.54	3.95	53-34

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0.82	4.20	.35
0.87	4.07	.36
0.89	4.03	.34
0.84	3.99	.37
0.72	4.07	37-34

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(37) (0.82) (4.20)

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.(0.84) (3.99)

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0.71	4.18	.39
0.72	4.15	.38
0.74	4.15	.40
0.79	4.13	.41
0.63	4.15	41-38

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0.77	4.31	.46
0.92	4.13	.43
0.81	4.02	.42
0.81	3.99	.44
0.96	3.08	.45
0.81	3.75	46-42

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0.87	4.11	.52
0.94	4.01	.50
0.95	4.00	.53
0.92	3.79	.51
0.78	3.97	53-50

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(18)

(Spearman's Rho)

-0.111 ^(*)	0.094 ^(*)	-0.124 ^(**)	.255 ^(**)	-0.177 ^(*)	-0.241 ^(*)
-.427 ^(**)	-.311 ^(**)	-.475 ^(**)	-.239 ^(**)	-.381 ^(**)	-.44 ^(**)
.486 ^(**)	.615 ^(**)	.554 ^(**)	.662 ^(**)	.505 ^(**)	.670 ^(**)
-.260 ^(**)	-.018	-.261 ^(**)	.127 ^(**)	-.254 ^(**)	-.168 ^(**)
.532 ^(**)	.521 ^(**)	.690 ^(**)	.523 ^(**)	.584 ^(**)	.691 ^(**)
.529 ^(**)	.546 ^(**)	.681 ^(**)	.551 ^(**)	.606 ^(**)	.709 ^(**)
.672 ^(**)	.610 ^(**)	0.856 ^(**)	.497 ^(**)	.678 ^(**)	.828 ^(**)

($\alpha \leq 0.05$)

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(Multicollinearity)

(Variance Inflation Factory) (VIF)

(Tolerance)

(VIF)

(0.05)

(Tolerance)

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(Normal Distribution)

(Skewness)

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Skewness	Tolerance	VIF
0.89	0.748	1.337
0.64	0.613	1.632
-0.96	0.416	2.405
0.76	0.990	1.010

(10)

(VIF)

(Tolerance)

(2.405 - 1.01)

(0.05)

(0.990 - 0.416)

(Multicollinearity)

(Skewness)

.(1)

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) ($\alpha \leq 0.05$)

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(Analysis Of variance)

F	F			R ²
		36.570	146.280	
0.000	*347.44	0.105	50.944	0.742
			197.224	

($\alpha \leq 0.05$)

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(F=347.44) (20)
 ($\alpha \leq 0.05$) (F)
 .() ($\alpha = 0.000$)
 (%74.2)

(21) (21)

t	t	Beta	B
0.000	*3.591	0.087	0.130
0.000	*3.937	0.139	0.113
0.002	*3.127	0.119	0.098
0.000	*17.813	0.668	0.542

($\alpha \leq 0.05$) *

(21)
) (t) (Beta)
 (
 (Beta)
 (t) (21)
 (t) .($\alpha \leq 0.05$) (t=3.591)
 (t=3.937)
 (t=3.127) (t) .($\alpha \leq 0.05$)

$(t) \quad .(\alpha \leq 0.05)$
 $.(\alpha \leq 0.05)$ $(t=17.813)$
 $:$
 $(\alpha \leq 0.05)$

(Stepwise Multiple Regression)

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"Stepwise Multiple Regression "

t	t	R ²
0.000	*17.238	0.708
0.000	*5.998	0.728
0.000	*4.190	0.735
0.000	*3.552	0.742

$.(\alpha \leq 0.05)$ *

(\quad) (22)
 $(\%70.8)$
 $(\%72.8)$ (\quad)

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(%73.5)

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(%74.2)

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($\alpha \leq 0.05$)

(23)

α	t	Unstandardized Coefficients	
		Std. Error	B
.0000	19.134	.1570	3.003
.0010	3.354	.0350	.1190
.0000	-5.064	.0280	.1400-
.0000	4.603	.0280	.1300
.0000	-3.645	.0290	.1040-
.0010	3.446	.0330	.1140
.0000	-3.560	.0250	.0890-
.0290	2.186	.0220	.0480

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.%57 = R^2

($\alpha \leq 0.05$)

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($\alpha \leq 0.05$)

(23)

(%57)

(F)

($\alpha \leq 0.05$)

(t) ($\alpha \leq 0.05$)

(D.W=1.97)

.(VIF<5)

:

($\alpha \leq 0.05$)

(24)

α	t	Unstandardized Coefficients	
		Std. Error	B
0.000	*15.162	0.114	1.721
0.000	*6.006	0.031	0.184
0.000	*4.849	0.030	0.145
0.000	*4.210	0.032	0.135
0.001	*3.423	0.028	.097

111.3 =

(F)

%.48.2 = R^2

($\alpha \leq 0.01$)

*

1.95 = (Durbin-Watson)

($\alpha \leq 0.05$)

(Multiple Linear Regression)

(24)

(%48)

(F)

($\alpha \leq 0.05$)

(t) ($\alpha \leq 0.05$)

(D.W=1.95)

.(VIF<5)

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($\alpha \leq 0.05$)

(25)

α	t	Unstandardized Coefficients	
		Std. Error	B
0.000	*22.817	0.091	2.078
0.000	*8.683	0.026	0.223
0.000	*6.454	0.023	0.149
0.009	*2.626	0.030	0.078
0.016	**2.407	0.023	0.056
0.033	**2.144	0.028	0.060

($\alpha \leq 0.05$)

** ($\alpha \leq 0.01$)

*

110.98 = (F) .%54.2 = R²

1.96 = (Durbin-Watson)

(Multiple Linear Regression)

$(\alpha \leq 0.05)$

(25)

(%54.2)

(F)

$(\alpha \leq 0.05)$

(t)

$(\alpha \leq 0.05)$

(D.W=1.96)

.(VIF<5)

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$(\alpha \leq 0.05)$

$(\alpha \leq 0.05)$

(26)

(Multiple Linear Regression)

(%73.6)
 (F) (α ≤ 0.05)
 (t) (α ≤ 0.05)
 (D.W=2.15)
 .(VIF<5)
 (26)

α	t	Unstandardized Coefficients	
		Std. Error	B
0.000	18.023	0.074	1.326
0.000	10.541	0.023	0.242
0.000	6.232	0.024	0.149
0.000	5.685	0.021	0.118
0.000	5.001	0.019	0.097
0.000	3.773	0.019	0.073

265.98 = (F) .%73.6 = R² (α ≤ 0.01) *
 2.15 = (Durbin-Watson)

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($\alpha \leq 0.05$)

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(27)

α	Z	Mann-Whitney U	α	Z	Mann-Whitney U
*0.366	-0.903	10412.0	0.366	-0.903	5801.0
*0.9050	-0.1190	11222.5	0.905	-0.119	6368.0
*0.5980	-0.5270	11356.0	0.598	-0.527	6073.5
*0.3530	-0.9290	10894.0	0.353	-0.929	5779.5
*0.1810	-1.339	10373.5	0.181	-1.339	5487.5
*0.1440	-1.462	9403.0	0.144	-1.462	5396.0
*0.1380	-1.484	10193.0	0.138	-1.484	5384.0

($\alpha \leq 0.01$)

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(Mann-Whitney U)

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(27)

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$$(28) \quad \dots \quad (\alpha \leq 0.05)$$

$$(28)$$

$$(28) \quad \dots$$

Spearman Correlation		(t)			
α	R	Approx. Sig.	Approx. T ^(b)	Asymp. Std. Error ^(a)	Value
0.000	-0.16 ^(**)	0.001	-3.218	0.040	-0.130
0.412	-0.083	0.084	-1.726	0.037	-0.064
0.037	-0.121 ^(**)	0.012	-2.524	0.038	-0.097
0.000	-0.195 ^(**)	0.000	-4.176	0.039	-0.162
0.046	-0.109 ^(*)	0.026	-2.232	0.038	-0.086
0.008	-0.127 ^(**)	0.006	-2.776	0.038	0.105
0.277	-0.064	0.184	-1.328	0.039	-0.051

($\alpha \leq 0.05$)

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(29)

Spearman Correlation		(t)			Value
α	R	Approx. Sig.	Approx. T ^(b)	Asymp. Std. Error ^(a)	
0.129	0.069	0.122	1.548	0.037	0.057
0.001	-0.151 ^(**)	0.001	-3.183	0.038	-0.121
0.005	-0.126 ^(**)	0.005	-2.806	0.035	-0.098
0.013	-0.113 ^(*)	0.011	-2.536	0.034	-0.086
0.380	0.040	0.433	0.783	0.037	0.029
0.044	-0.091 ^(*)	0.043	-2.021	0.036	-0.072
0.702	-0.017	0.685	-.406	0.039	-0.016

($\alpha \leq 0.05$)

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(Approx. T)

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(Spearman's rho)

($\alpha \leq 0.05$)

($\alpha \leq 0.05$)

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Spearman Correlation		α	(t) Approx. T ^(b)	Asymp. Std. Error ^(a)	Value
α	R				
0.005	0.107 ^(*)	0.015	2.432	0.039	0.094
0.565	-0.029	0.498	-0.677	0.038	-0.026
0.072	0.044	0.328	0.979	0.039	0.038
0.352	0.074	0.091	1.692	0.038	0.065
0.138	0.061	0.226	1.212	0.039	0.047
0.165	-0.049	0.284	-1.072	0.038	-0.041
0.626	-0.003	0.907	-0.116	0.039	-0.005

($\alpha \leq 0.05$)

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($\alpha \leq 0.05$)

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(Mann-Whitney U)

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α	Z	Mann-Whitney U	Z	Mann-Whitney U	
*0.442	-0.768	10950.5	*0.515	-0.651	5987.0
*0.883	-0.147	11550.5	*0.996	-0.005	6450.5
*0.122	-1.546	10193.0	*0.138	-1.484	5384.0
*0.313	-1.009	10715.5	*0.929	-0.090	6389.5
*0.339	-0.956	10768.5	*0.481	-0.705	5947.5
*0.604	-0.519	11185.5	*0.537	-0.618	6005.5

($\alpha \leq 0.01$)

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Kendall's tau-

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Kendall's tau-b

Spearman
Correlation

α	R	α	(t) Approx. T ^(b)	Asymp. Std. Error ^(a)	Value
0.153	0.190	0.169	1.375	0.037	0.051
0.008	1.000 ^(**)	0.013	2.482	0.037	0.092
0.157	0.268	0.184	1.328	0.039	0.051
0.001	0.065 ^(**)	0.001	3.213	0.038	0.123
0.014	0.120 ^(*)	0.019	2.338	0.038	0.089

($\alpha \leq 0.05$)

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Kendall's tau-b					
Spearman Correlation					
α	R	α	(t) Approx. T ^(b)	Asymp. Std. Error ^(a)	Value
0.650	0.021	*0.670	0.426	0.037	0.016
0.261	0.051	*0.321	0.992	0.040	0.040
0.954	-0.003	*0.321	0.992	0.040	0.040
0.161	-0.063	*0.184	-1.328	0.037	-0.049
0.706	0.017	*0.637	0.472	0.037	0.017

($\alpha \leq 0.05$) *

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المحق (أ)
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